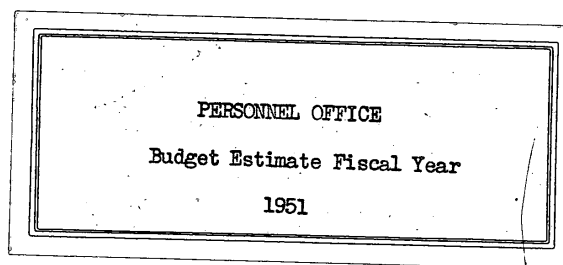


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20 July 1949

TO: Budget Officer  
FROM: Personnel Officer

These estimates of requirements for fiscal  
year 1951 are transmitted to you in conformance  
with NOTICE No. 17-49 SUBJECT: Budget Estimates,  
Fiscal Year 1951.

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W. J. KELLY

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BUDGET ESTIMATES

EXECUTIVE

PERSONNEL OFFICE

FISCAL YEAR 1951

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CENTRAL INTELLIGENCE AGENCY

Executive for Administration

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Personnel Office

AUTHORIZATION: The Personnel Office of CIA now operates under CIA General Order   dated 14 September 1948.

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FUNCTIONS AND ACTIVITIES: The Personnel Office was created for the purpose of formulating and conducting an effective personnel management and procurement program for civilian personnel both in Washington and in the field. In the performance of its functions, the Office establishes and develops standards for the recruitment and placement of personnel; plans and effectuates a classification and salary administration program; provides testing, evaluation, training, and indoctrination for CIA employees; maintains a personnel position control system reflecting classification and organizational status of all CIA positions; prepares, certifies, and maintains all personnel records and documents required in all phases of personnel management; provides medical and personnel relations services; administers the broad policies prescribed by the Director; and develops internal policies and plans required for all phases of personnel operations. The Personnel Office also services the National Security Council.

These are a number of problems in fulfilling the above functions which are unique to this agency alone:

1. "Schedule A." authority allows us the privilege of procuring employees from sources other than CSC registers. The unique personnel needs of the organization therefore, pose a difficult recruitment and procurement problem for the personnel office in that there is such a wide range of qualifications required. Under this authority it is also necessary to prepare and apply a program of qualifications and standards for all classes of positions.
2. This office also has the responsibility of establishing classification standards for positions peculiar to the agency which are not covered by Civil Service publications.
3. The very nature of the mission of the agency presents another situation for this office because of the Security aspects involved. The primary problem presented in our Security requirements is that the field of prospects is immediately reduced through the basic limitations which must be overcome before the individual may be considered. Due to the time lag in completion of personnel security checks many applicants are obliged to accept positions elsewhere. It is also noteworthy that   of the candidates on whom processing is initiated are rejected by Security making it necessary to retrace all of the steps in filling a vacancy.

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CENTRAL INTELLIGENCE AGENCY

Executive for Administration

Personnel Office

4. Still another factor worthy of note is the matter of the geographic dispersion of positions in this agency. Recruiting individuals who will accept positions in certain areas on a career basis poses an additional handicap.
5. In connection with the latter, a further consideration involved in some of the geographical locations is the matter of extra hazardous duty, lack of health and medical facilities, as well as proximity to potential enemies.

Each of the above mentioned factors contribute toward the difficulty in performing the functions earlier described.

COORDINATION: Close cooperation is maintained [redacted]  
Liaison must be maintained with other Government Agencies, particularly with the Civil Service Commission, and the Departments of State, Army, Navy, and Air Force. [redacted]  
[redacted]

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ACCOMPLISHMENTS: During the fiscal year 1949, the Personnel Office in addition to the items listed on each General Office sheet, has accomplished the following:

1. The Medical Division is now recognized by the "Employees Compensation Commission" and is responsible for treatment, care and processing of Employees Compensation cases that fall within the limits of their facilities.

They have also developed a domestic program which includes the responsibility for the establishment and promulgation of a preventive health program for CIA establishments within the Continental U. S.

2. The Position Classification program in all its phases has been broadened and extended to include all positions, [redacted] Application of classification standards, job evaluation and salary policies has brought about an equitable and uniform procedure in the personnel administration of both offices.

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CENTRAL INTELLIGENCE AGENCY

Executive for Administration

Personnel Office

3. The Procurement and Placement Division in cooperation with Transaction and Records has prepared necessary information forms to place qualifications information on IBM cards
4. A program for developing new Qualification Standards for all positions in CIA has been initiated and is continuing at the present time. It is anticipated that this will be completed during the coming year.
5. The Testing and Standards Section of Procurement and Placement has developed and is administering a Driver Training Program to reduce the accident rate among our chauffeurs, truck drivers, couriers, etc.

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**Executive**

**Personnel Office**

**Office of the Personnel Officer**

This Office develops, coordinates, and directs all personnel functions of the Agency, including classification, procurement, testing and evaluation, training and indoctrination, medical and welfare services, and the certification and maintenance of all personnel records and documents.

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**Executive**

**Personnel Office**

**Overt Branch  
Classification and Salary  
Administration Division**

This Division is responsible for the administration of the departmental and field classification program by means of which a sound agency-wide standard of employment and assignment is maintained. The Division is primarily concerned with gathering information relating to personnel duties and responsibilities and evaluating such information in terms of appropriate classification and salaries.

1. Surveys of major or important organizational units of the agency. This involves discussions and conferences with Office, Staff, and Branch Chiefs, supervisors, and employees for the purpose of obtaining information required in the preparation of position descriptions.
2. Individual desk or job audits to insure job performance in accordance with position description. This involves interviewing employees for preparing description of job, determining and evaluating responsibilities.
3. Classification and allocation of positions in accordance with applicable laws and regulations including Civil Service laws, Comptroller General's decisions and agency policies and practices. This involves preparation of detailed description of job duties and responsibilities based on information obtained from operating personnel, evaluation of duties and responsibilities and determination of appropriate allocation.
4. Personnel actions processed
  - a) Transfers
  - b) Reassignments
  - c) Promotions
  - d) Demotions
  - e) Appointments

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Personnel Office

Overt Branch  
Classification and Salary  
Administration Division

The following activities are not properly reported in statistical form:

5. Development and use of allocation standards for agency positions not covered by published standards; the preparation of allocation standards which are a further interpretation of Civil Service Standards but which directly relate to specific positions within CIA for the convenience of classifiers and operating personnel.
6. Rendering of advice, consultation and control to departmental and field offices and staffs on classification and related matters.
7. Development of policies and procedures and the administration of an expanding program of ungraded positions. This involves the application of equitable wage board rates based upon studies and surveys of local wages, supply and demand, and upon skills, experience and qualifications required.
8. Collaboration with various Government Agencies employing overseas personnel [redacted] for the purpose of alignment of grades and salaries.

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The Division will survey major offices of CIA in connection with revised tables of organization to establish new positions where functions are new or have been realigned and to ascertain whether existing approved position descriptions are currently described and allocated.

Desk audits will be made in connection with all requests for promotions, in accordance with CIA Administrative Instruction [redacted] to assure that incumbent in each instance is performing duties described on the appropriate approved position descriptions. As the functions of organizational units become crystallized, emphasis will be directed to the desk audit of individual positions as distinguished from surveys, where positions are frequently not filled and are established on a proposed basis as a result of information received from Branch and Division Chiefs.

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Personnel Office

Overt Branch  
Classification and Salary  
Administration Division

Formal standards will be prepared for agency positions not covered by published Civil Service standards; standards interpreting those Civil Service specifications which relate directly to specific positions within CIA will be prepared for the use of classifiers, staff and operating personnel.

Careful study will be given to ungraded positions which will involve the application of equitable wage board schedules based upon locality wage rates, supply and demand, and skill and experience of individuals holding these positions.

It is estimated that the work load, comprised of desk audits, surveys, preparation of new descriptions indicating current duties and responsibilities, and preparation of standards will exceed that of the past fiscal year.

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Executive

Personnel Office

Overt Branch  
Procurement and Placement Division

**Study of qualifications of CIA Professional Personnel:**

A special study analyzing the qualifications of CIA Professional Personnel was conducted in July and August 1948. Education and experience backgrounds of [redacted] employees were reviewed and statistical and narrative prepared.

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**In-service placement policy.**

Discussion draft of a proposed in-service placement policy was prepared. Preparation required consideration of pertinent factors at CIA, review of materials from other agencies, etc. as well as application of accepted principles of personnel administration.

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**Recruitment in business schools.**

Chief, Testing Section, was assigned from 8 to 28 March 1949 to visit business schools located in Pennsylvania and New York for the purpose of recruitment of personnel qualified for stenographic and specialized positions. These visits resulted in receipt of 215 applications: 16 schools were visited.

**Driver training.**

Driver training program has been set up and is presently being conducted by Testing Section. This program consists of one to one and half hour meetings held each afternoon for one week of each month. Chauffeurs, truck drivers, couriers, etc. each attend one meeting of each session. Meetings consist of lecture, film, discussion. Data derived from analysis of road test errors are used in pointing out areas requiring special emphasis in training. Purpose of training is to reduce accident rate.

**Personnel Data Forms and Codes.**

Chief, Testing Section, assisted in development of Personnel and Applicant Data Forms and IBM code for maintaining personnel information on machine records.

**Report of reasons for non-employment of applicants.**

Testing Section performed a tabulation and analysis of reasons furnished for rejection of applicants by agency or for applicants' declining positions offered. [redacted]

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Overt Branch

Personnel Office

Procurement and Placement Division

1. Recruitment for approximately [ ] existent and anticipated T/O vacancies and to offset turnover and security rejections. 25X1
2. To recruit for [ ] vacancies, it will be necessary to interview approximately [ ] individuals. The ratio of selection in FY 1949 was [ ] Because of the present economic situation, this ratio is expected to increase to [ ] for FY 1950. 25X1  
Of the total interviews, approximately [ ] will be obtained by walk-in applicants. The remainder must be procured by direct recruitment. 25X1
3. Extensive field recruitment to obtain personnel for top level vacancies which cannot be obtained through local recruitment sources. 25X1
4. Completion of machine records on [ ] personnel applicant forms. 25X1
5. Implement reduction in force procedures.
6. Establish in-service placement program to obtain trained and experienced executive personnel.
7. Make approximately [ ] referrals of individuals and/or applications to operating officials. 25X1
8. Test Administration and Evaluation:  
On the basis of figures for the past year and the assumption that there will be no sudden large expansion of the organization, the average weekly workload in test administration and evaluation may be estimated as follows:

Estimated average number of subjects per week: [ ]  
Estimated average number of tests administered  
and scored per week: [ ] 25X1

9. Test Construction:  
On the basis of requests for additional testing service, approximately 30 new tests and revisions of present tests will be required.
10. Research Studies:  
Testing requires a continuous program of research in order to determine the validity of tests in use for predicting job efficiency and to establish norms and critical cutting scores for various classes of positions. A large mass of data has been accumulated which should be processed to satisfy this essential requirement.

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Personnel Office

Overt Branch  
Procurement and Placement Division

11. **Qualification Standards:**  
Development of qualifications standards for all CIA positions.
12. **Other activities:**
  - a. **Test interpretation interviews:** It is anticipated that requests for this type of interview will increase rather than decrease. Basing an estimate on present requests, there will be an average of   interviews weekly.
  - b. **Driver training program:** It is proposed that the driver training program continue at its present rate.
  - c. **Other special activities** are anticipated as they have been requested previously.
  - d. **Maintenance of records and reports:** It is not proposed to maintain any additional records and reports.

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**Executive**

**Personnel Office**

**Overt Branch  
Transactions and Records Division**

This division is responsible for the processing of all personnel actions for departmental and field vouchered employees; indoctrination of new employees; administering of oaths of office and other documents necessary for appointments; verification of status and securing certification for probational appointments and conversions; preparation of periodic statistical reports as required by the Civil Service Commission, Bureau of the Budget, congressional committees, and CIA officers; determination of eligibility for periodic pay increases and efficiency ratings; maintenance of personnel files of applicants, active personnel and terminated personnel; receiving, logging and distributing all incoming and outgoing mail for Personnel Office; interpretation and application of Civil Service rules and regulations; maintenance of organizational position control which reflects vacancies and present incumbents by daily posting.

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**Executive**

**Personnel Office**

**Overt Branch  
Personnel Relations Division**

This Division is responsible for developing and directing an extensive and continuous personnel relations program for the entire Agency. The Division renders expert advice and assistance to operating and administrative officers of the Agency in the field of personnel management concerning constructive working relationship to the end that such working conditions will enhance morale and efficiency.

In order to carry out these responsibilities, the Division initiates and administers standards and policy directives relating to grievances, discrimination, disciplinary matters, appeals, leave, efficiency rating, and matters concerning the employee's adjustment to his work and efficient performance of his duties.

In addition to the above, the Division conducts programs designed to effect personal and social adjustment and general welfare of personnel through recreation, health and welfare programs giving assistance to employees in matters of housing, transportation, health insurance, loans, educational facilities and other employee services as the needs arise. In addition, the Division conducts fund-raising drives such as the Red Cross, Community Fund, Cancer Drive and other annual contributions. Also, the Division coordinates with operating officials and the Civil Service Commission the certification of present employees from the Civil Service Commission's registers of eligibles.

During the past fiscal year, a total of [ ] cases were handled: [ ] leave requests, [ ] requests for reassignment or termination and [ ] exit interviews. The leave cases, other than military leave, were generally of an emergency nature or advances of sick leave where it was necessary to assist the employee from this standpoint to adjust his personal affairs or to aid him in recovering or improving his health.

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Requests for reassignment were of two general categories. Employee desired to improve his situation from a working standpoint by obtaining a higher grade position, a desire for overseas duty or a feeling on the employee's part that his skills were not being used to their fullest. In the majority of such cases, action was taken to reassign or promote within CIA with a considerable saving to the Agency in reducing turnover. The exit interview in many cases in which the employee was leaving voluntarily was conducted only after all efforts to retain the employee were unsuccessful. However, during the last six months of the fiscal year, loss of employees to the Agency through voluntary action has been decreasing.

**Housing:** Arrangements were made to obtain acceptable housing for approximately [ ] female Clerk-Stenographers and Typists coming to Washington from outside the Metropolitan area. These arrangements were made with [ ] Various other employees were given aid in [ ]

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Executive

Personnel Office

Overt Branch  
Personnel Relations Division

housing matters but no accurate figures are available as the employees were given various leads on possible vacancies and was on necessity obliged to complete arrangements personally.

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Fund Raising Drives: Fund raising drives were conducted for the following organizations: American Red Cross, Community Fund, American Cancer Society, March of Dimes, Metropolitan Boys' Club, National Symphony Orchestra Association, Red Cross Blood Donor Center, and the Salvation Army.

Group Health Insurance: Investigation was conducted in the matter of group health insurance in conjunction with the Government Employees' Health Association for the purpose of securing information as to various rates charged for this type of insurance. Information so obtained was turned over to the Government Employee's Health Association for their use.

Reduction in Force Program: It is planned to develop a complete and detailed plan for Reduction in Force in the event the Agency is required to reduce the number of civilian personnel on its rolls. This may follow present Civil Service regulations on the matter with specific adaptations being made to fit the needs of the Agency.

Efficiency Rating Program: A definite need has been shown to revise the current efficiency rating program to improve its effectiveness from a management standpoint. It is planned to study the various plans now in use by each of the Armed Services as well as other systems and to extract the best features of all plans and adapt them to the needs of the Agency. This program may call for the addition of at least one person to the staff of the Division.

No other major changes are contemplated for the coming year with the exception of an improved reporting system which will give specific information to the Director and Personnel Officer for the purpose of reducing turnover and improving the general efficiency of the Agency from a personnel utilization standpoint.

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**Executive**

**Personnel Office**

**Military Command**

**This Division is responsible for all administrative matters pertaining to service personnel, domestic and overseas, who are assigned or attached to CIA.**

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Executive

Personnel Office

Overt Branch  
Medical Services Division

A continuing program for the care and treatment of both the military personnel and their dependents. The care and treatment involved is complete in that it includes scheduled check ups, home calls, medicaments, arrangements for hospitalization and specialized treatments by proper Army or Navy insillations.

The Medical Division and staff now having "Employees Compensation Commission" approval is responsible for treatment, care and processing of Employees Compensation cases that fall within the limits of the Divisions facilities. The care will include minor surgery and continuing treatment cases that could not be properly treated with the existant facilities would be properly referred to Public Health or the hospital.

The domestic program also includes the responsibility for the establishment and promulgation of a preventive health program for CIA establishments within the Continental U. S. The problem here is unique because of the security factors involved preventing full cooperation with the U. S. Public Health Service. The appointment and subsequent training of a responsible individual within each Continental office and the establishment of "Health Rooms" would insure adequate first aid care to all employees.

There are numerous other services provided which seem <sup>minor</sup> now but are constantly growing. A consultive and medical diagnosis is offered all personnel. Health conditions throughout the Agency and its installations are inspected and improvements suggested, salt and dispensers are located throughout the Agency for convenience of personnel during hot weather. Investigation and check ups made for chronic illnesses causing excessive use of sick leave.

In areas where the number of agency personnel is sufficient to justify it, the Medical Division must make adequate medical provisions for their care by the establishment, equipping and supply of an adequate dispensary and for professional care.

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